

The study and prioritization of job satisfaction dimensions in zanjan-based Refah Bank employees

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Abstract

Theories associated with job satisfaction are based on the principle that all environmental elements could shape entire career satisfaction. In literature, major studies illustrate that positive and negative emotions are largely associated with job satisfaction. Job satisfaction source is not only job position but also other factors such as the physical and social work environment, relationships with supervisors and colleagues, group culture and management style of the managers. In this study, it is aimed to evaluate and prioritize the five dimensions of job satisfaction in Zanjan Refah Bank employees: (i) the nature of the job (ii) supervisor, (iii) peer, (iv) promotion and (v) payment. In this study a field research was applied with a survey study. To testify the hypothesis, the Pearson parametric and Friedman test was conducted. The major findings of this study are (i) there is a negative correlation exists between level of education and nature of the job (ii) job promotion and payment, (iii) there is not any significant differences in job satisfaction between men and women.

Keywords: Refah Bank, Zanjan, job satisfaction

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1. Introduction

Banking industry today is faced with numerous challenges, For example, increased competition, tighter regulations, customers are more intelligent and sensitive to price and discrimination in assessing of banks are challenges that banks face (Hoffmann et al., 2012). Customer satisfaction is a compelling issue because in the service industry customer retention is more important than is attracting new customers (Kim & Lee, 2011).

Investment in technology, accumulation of capital and other resources, or changes in strategies are some of the ways used to increase productivity. Better human resource management (HRM) practices also play a central role in enhancement of productivity of an organization (Bloom & Van Reenen, 2007).

HRM practices may also affect employee turnover and productivity may increase (Sels et al., 2006). Petrescu & Simmons (2008) find that HRM practices increase satisfaction with pay and their overall job satisfaction. However, these effects are almost insignificant for union members. Workers satisfaction with leadership behavior and with pay is more where performance based pay and seniority related reward systems are practiced(Hunjra et al.,2009).

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It is known in the world that everyone who has a high level of job satisfaction has a positive outlook towards their career. However, individuals who have little job satisfaction from their jobs have a negative outlook towards their job. In other words, job satisfaction equals job outlook (Robbins, & Coulter, 2004).

Job satisfaction has been considered as an important requirement for organizations that help to gain excellence in their operations. Job satisfaction includes the attributes and feelings which people have about their work. By extension, job satisfaction will mean meaningful or favorable attitudes towards one's job whilst a null or unfavorable attitude indicates job dissatisfaction.

Only satisfied people engage in discretionary or pre-social behaviors which are edifying to the effective functioning of the organization. Job satisfaction therefore, plays an integral role in the achievement of organizational citizenship behavior.

Organizational citizenship behavior can thus be defined as a behavior which is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes the effective functioning of an organization. It involves people going an extra mile in the conduct of their duties that is imperative to the achievement of organizational goals and objectives (Saeedi, 2012).

Job satisfaction is a positive emotional state that people have in their job experience (Locke, 1976). Theories associated with job satisfaction are based on the principle that all environmental elements could shape entire career satisfaction.

Kooach (1977) and Askipter (1997) argue that job satisfaction is a component of organizational commitment and a universality insight into various aspects of the job. Research shows that positive and negative emotions are largely associated with job satisfaction (Fisher, 2000).

Other studies have shown that dissatisfied employees are more likely to leave their jobs and their absence in the workplace is more. Of course, job satisfaction is also associated with the nature of work and career (Shamima Tasnim, 2006).

Research shows that a work environment that is free from mental stress would be desirable to people. Accordingly, the research found that work environment free of politics is significantly correlated with job satisfaction. Studies have also shown that the position of individuals effectively contributed to job satisfaction. However, when employees- in researches has been done over the years - asked to assess aspects of job satisfaction, such as monitoring, payment, promotion, co-workers and others, what was the most important component in their job were nature of job (Judge & Church 2000).

Job satisfaction source is not only job position but also other factors such as the physical and social work environment, relationships with supervisors and colleagues, group culture and management style of the managers. These factors can have different influences on individuals and their job satisfaction.

Herzberg (1957) believes that comparing men and women views and insights on the career necessarily require identical index, but its effects can be different between two groups. Hoolyn and Smith (1964) believe that if bias and discrimination sources such as payment, employment level, and social norms promotion in the two groups eliminated, in this case job satisfaction among them will be the same.

In summary, based on the research, job satisfaction is caused by balance between specific demands and needs of employees during the course of their work (Huang, 1999). Job satisfaction in the Bank work environment can be a good subject for further research. Because bank works are highly interactive and with pressure and high expectations of shareholders and customers, hence it is necessary to evaluate this factor in the bank's environment, too.

The researcher in this study tried to evaluate the dimensions of job satisfaction among the employees of Zanjan Refah Bank. The study area was Zanjan Refah Bank branches in 1391. The researcher was trying to answer the question: what are the priorities of job satisfaction aspects among Zanjan Refah Bank staffs?

2. Methodology

The aim of this study was to evaluate and prioritize the five dimensions of job satisfaction in Zanjan Refah Bank employees. This research was applied and in terms of data collection, it was a descriptive - survey study. The population included all employees of Zanjan Refah bank (N=187) 36 females and 151 males. According to statistical hypotheses, all 37 women were considered and 108 men were selected based on J - Morgan table through random sampling. For data collecting, Kromm and Wysocki's job satisfaction questionnaire (JDI) was used based on the Guttman scale. From a total of 145 questionnaire distributed, 110 were returned back.

Job satisfaction questionnaire (JDI)

A valid instrument to measure job satisfaction is job descriptive index (JDI). Job description questionnaire (JDI) that was formulated by Smith, Kendall and Hallin, was adjusted and included 54 questions. Scoring scale of questions was 5-point Likert Scale; results analysis was done using Smith's Guide.

Job satisfaction caused by various aspects of Job such as payments, promotion opportunities, supervisors, co-workers and work environment factors such as supervisors-style, policies and procedures, belonging to the working group, working conditions and benefits of employment. In JDI model, five major factors are considered as dimensions of job satisfaction:

- 1) Payment: Amount of salary and equality in payment.
- 2) Function: the extent to which job duties provide opportunities for training and acceptance of responsibilities.
- 3) Promotion opportunities: access to opportunities for advancement.
- 4) Supervisor: The supervisor's ability to represent the interest and attention to the employees.
- 5) Partners: The degree that partners are friendly, competent and supportive.

At the beginning, the reliability of questionnaire in the pilot study of 50 subjects was 0.78 Cronbach's alpha coefficient. Given the nature of the data, KS test, t-tests, Pearson parametric and Friedman test was used for testing hypothesis. The SPSS16 was used for data processing.

3. Analytical findings

Pearson's test showed that a negative correlation exists between level of education and nature of the job ($p = 0.58$, $r = -0.05$), job promotion ($p = 0.015$, $r = -0.23$) and payment ($p = 0.21$, $r = -0.12$).

Independent t-test showed no significant difference in job satisfaction between men and women ($p = 0.125$, $t = 0.54$). Friedman test indicated that priorities of job satisfaction between the two groups was significant ($\chi^2 (118.2)$, $p = 0.001$).

4. Conclusion

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Various job features can affect on men and women vision towards their Job. For example, job prestige, income, education, job complexity, Amount of authority, direct supervision of the supervisor, job pressures, optimized duties performing, size of workplace and levels of individual optimism about their jobs influence directly or indirectly their outlook.

Although dimensions of job satisfaction has been found in several studies, cause and effect relationship of job satisfaction dimensions still need more studies. Certainly, variables such as participation in decision making (12), career development (2), decision making enrichment (Herzberg, 1966), working conditions (Barnoo, 1972), and the individual insights about position and inner and outer feedback of work performance can be Effective (Hakmoolaler, 1971). Therefore it is suggested that Refah Bank policy makers make extra efforts by promoting job, increasing wages and giving more authorities to motivate individuals who have a higher education background.

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